

# *Training Academy*

# *Management Training*



*Missouri Department of Corrections  
Training Academy  
P.O. Box 236  
Jefferson City, MO 65102*

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**Open Electives for Managers Are Offered  
Through the Office of Administration**

**An Outside Training Request form must be completed  
Contact your Business Office or Training Officer for more information**

## **THE MANAGEMENT TRAINING RULE**

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### **Who is covered?**

**S**upervisors, managers and executives in state agencies. Does not include elected officials and institutions of higher learning.

### **What is Required?**

**F**orty hours of training the first year. Sixteen hours of continuing development annually thereafter.

### **How does it happen?**

**E**ach department will establish procedures, implement and administer the guidelines for training personnel in the positions defined in the rule. These rules are outlined in D2-12.3 - Management Training.

### **What are the benefits?**

**D**evelopment is tailored to each job; Direct link between training and results; and Increased return on investment.

### **What programs?**

**P**rograms are based on the following 24 competencies:

Accountability	Integrity	Self Direction
Computer Literacy	Mediating	Strategic Thinking
Creative Thinking	Mentoring	Team Work
Customer Service	Negotiating	Technical Knowledge
Decisiveness	Political Awareness	Verbal Communication
Financial Management	Perceptiveness	Vision
Flexibility	Planning	Written Communication
Influencing	Problem-Solving	Workforce Management

A complete copy of the Management Training Rule (1CSR20-6.010) is available on the Office of Administration / Division of Personnel web page, <http://www.training.oa.mo.gov/comprule.htm>, or through the Training Academy.

## **MANAGEMENT COURSES**

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### **MANAGEMENT MANDATORY CORE REQUIREMENTS**

#### **Addressing Discrimination, Harassment, and Retaliation in the Workplace**

##### **MDOC Mandatory**

Competencies: Workforce Management

This program is designed to educate management staff in the prevention, recognition, intervention and correction of discrimination, harassment and retaliation in the workplace. The focus is not only on “stamping out” this kind of conduct in a diverse workplace, but also on developing a more professional staff member capable of making good decisions when faced with the tough issue of harassment. (8 Hours)

#### **Basic Supervision**

##### **MDOC Mandatory**

Competencies: Workforce Management

In this session, participants gain new insights into developing effective managerial techniques. Topics covered include: the role of the manager; expectations; the four basic managerial skills (planning, organizing, directing and controlling); and work with your boss. Designed for managers who have not had previous training in management methods. A Management Rule Core Requirement. (16 Hours)

## **MANAGEMENT COURSES**

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### **PERforM**

#### **MDOC Mandatory**

Competencies: Workforce Management

This program is designed to introduce supervisors to Productivity, Excellence and Results for Missouri (PERforM), Missouri's employee performance planning and appraisal system. The program will discuss the three phases of the process: Performance Planning, Continuous Appraisal and Performance Appraisal. The section on Performance Planning focuses on the need for SMART (Specific, Measurable, Achievable, Realistic, Time-bound) performance objectives to define the job to be done. The portion on Continuous Appraisal emphasizes the importance of feedback and documentation. The Performance Appraisal section discusses how to develop the final appraisal using the documentation gathered during the Continuous Appraisal phase to rate progress toward performance objectives developed during the Performance Planning phase. A Management Rule Core Requirement. (16 Hours)

## **MANAGEMENT COURSES**

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### **MANAGEMENT CONTINUING COMPETENCY BASED TRAINING REQUIREMENTS**

#### **ADA Nondiscrimination and Accommodation Guidelines**

Competencies: Flexibility, Mediating, Negotiating & Problem Solving

The purpose of this training is to help implement understanding and guidelines set forth by the Americans with Disabilities Act (ADA), which prohibits discrimination on the basis of disability by public accommodations and requires places of public accommodation and commercial facilities to be designed, constructed, and altered in compliance with the accessibility standards established by ADA. Through this training staff will become more aware of disabilities; what constitutes discrimination, retaliation, harassment, and reasonable accommodation.

#### **Coaching for Success**

Competencies: Accountability & Workforce Management

This training program will provide supervisors with the knowledge and skills to develop their staffs' potential. Emphasis will be on establishing your credibility by promoting trust and creating positive relationships with your staff to transform the work site into a dynamic, productive environment through the use of coaching techniques. (8 Hours)

#### **Ethical Reasoning**

We are faced with ethical decisions every day at work and at home. How do we decide what is right? What influences us in our ethical thinking? Religion, tradition, law, other people? Students will investigate factors that influence ethical decision making. They will explore six ethical types and consider the benefits and detriments of each. Using the Ethical Type Indicator students will determine their preferred ethical type. And, of course, there will be several ethical dilemmas to contemplate and discuss. (8 Hours)

## **MANAGEMENT COURSES**

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### **Family Medical Leave Act (FMLA)**

Competencies: Work Force Management

This lesson plan is designed to give supervisors and managers a basic overview of the Family Medical Leave Act (FMLA). It is intended to provide the necessary information to incorporate its purpose and benefits into the workplace and to ensure supervisors and managers correctly communicate and interpret the law to employees. (8 Hours)

### **Insights Basics**

Competencies: Team Work & Workforce Management

Insights is a program designed to help you develop an understanding of your self and how you are seen by others. Prior to the class, participants will be required to take a 25 question self-assessment test. The test can be taken in paper form or on-line. During the class you will be provided with your profile and an interpretation of the results. Insights' will help you recognize others' behavioral styles and learn how to communicate and respond more effectively to their needs. It will provide the opportunity to explore strategies for dealing with different or "difficult" people. Ultimately, the goal is to use the information to communicate better with co-workers and build teamwork through greater understanding and acceptance of each other. (8 Hours)

### **Interviewing And Staff Selection**

Competencies: Decisiveness & Technical Knowledge

This course is designed to raise the awareness of legal considerations that are present in the interviewing and staff selection process. It also prepares participants for their involvement in the process by explaining the steps involved and giving them opportunities to practice the skills necessary to be a successful interviewer. (8 Hours)

## **MANAGEMENT COURSES**

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### **Managing a Multi-Generational Workforce**

Competencies: Workforce Management

This program will provide participants with an opportunity to examine the motivational factors of the different generations that makeup today's workforce. Participants will explore the work habits and desires of each generation, discussing how to best meet them as a manager. (8 Hours)

### **Managing Workplace Conflict**

Competencies: Accountability, Problem Solving & Workforce Management

Conflict management is not likely a supervisor's or manager's favorite task, but neither is conflict management likely to be avoided. Small disagreements in the workplace can easily become major problems, as each side to a dispute confirms its position. This workshop is designed to provide managers and supervisors with tools, skills, guidelines and considerations to assist in the management of conflict from the initial complaint to bringing both parties in to explore solutions. These tools and skills include mastering your emotions, stating the problem so as to avoid defensiveness, and appropriately and effectively holding people accountable without damaging morale and improving productivity. (8 Hours)

### **Motivation**

Competencies: Workforce Management

This course assists the manager in developing and maintaining a motivated environment by increasing awareness of employee needs. Objectives for this workshop include a review of motivation theories, an investigation of the manager's role in the motivation process and the preparation of a motivation action plan. To be presented in conjunction with *Coaching and Redirecting*. (8 Hours)

## **MANAGEMENT COURSES**

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### **Sergeants' Supervisory Skill Building**

Competencies: Accountability, Mentoring, Influencing, Written and Verbal Communication, Problem Solving, Team Work, Integrity

**T**his class is comprised of the following 6 modules: Managing Staff Issues; Professional Interaction with Staff and Public; Supervisors Mentoring and Coaching; Supervisory Issues; Emergency Planning; and Fundamentals of Supervision. FOR SERGEANTS ONLY. (32 Hours)

### **Supervisory Liability**

Competencies: Accountability & Technical Knowledge

**T**his workshop provides a basic understanding of the liability inherent in your job as a manager and emphasizes managing the workforce responsibility in order to minimize legal difficulties. Topics included are: the EEOC; popular lawsuits and why they are popular; civil liabilities; employment liabilities; vicarious liabilities; defenses against litigation; assumption of risk and contributory negligence; and internal paperwork vs. litigation. (8 Hours)

## **MANAGEMENT COURSES**

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### **Team Building**

Competencies: Team Work & Workforce Management

**A**n effective team leader must keep a diverse group of people working together effectively as a team. This program outlines the stages of team development and covers the skills necessary to unite a team, set goals, identify team members' personalities, motivate team members, and understand group dynamics. (16 Hours)

### **Utilizing Training as a Strategic Management Tool**

Competencies: Creative Thinking; Workforce Management; Planning; Problem Solving; Verbal Communication

**T**he purpose of the lesson plan is to assist and provide supervisors and managers with a strategic resource to produce top performers and successfully master the changes in our work environment. Through this training, you will be able to provide a framework of targeted training for addressing staff that have deficiencies in knowledge, skills or abilities. This program begins with addressing the basic information needs and progressing through "well-designed steps" to mastery of the learning that leads to change. (8 Hours)